

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

Purpose: As a management team member of Miami-Dade County government, it is your responsibility to design, adhere to and monitor the significant operating and financial controls of your organization. This self-assessment questionnaire has been designed to obtain input from you to assist the Performance and Efficiency Commission ("PEC") to understand the key controls of your organization. Your input is important and appreciated.

Department : Department of Cultural Affairs

Director: (name & telephone) Michael Spring 305-375-4634

1. Please describe **the key business objectives** of your area (i.e. What is the mission of your area?), and what do you find most challenging as the director of this department?

The Miami-Dade County Department of Cultural Affairs, its advisory board the Cultural Affairs Council, and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating, improving and promoting opportunities for artists and cultural organizations, and residents and visitors who are their audiences. Three central goals serve as guideposts for our work: 1) securing more public and private resources to invest in and promote cultural development; 2) developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment; and 3) making cultural activities more accessible for our residents and visitors. Please see the attached "Business Plan at a Glance" to see the organizational strategies and programs developed and employed in service of these key objectives.

2. How many employees are in your department? Describe the **span of control** in your department and how effective it is?

There are 34 positions in our Department, and the span of control (management to employee) ratio is 1:6. Management-level positions are: 1 Director, 1 Deputy Director, 1 Chief of Administration, 1 Managing Director for the South Miami-Dade Cultural Arts Center, 1 Manager for the Cultural Facilities Improvement and Management Division, and 1 Chief of Arts Education. Every employee in the Department is invested with direct responsibility for his/her areas of work, and the Department functions with more of a lateral, as opposed to a vertical reporting hierarchy. This approach fosters teamwork and collaboration, and is extremely effective for our work.

3. Do you consider the responsibilities of your department to be "**core**" responsibilities of government to the public?

Yes. Among the "core" guarantees that government makes to the citizens it serves is access for all members of the community to programs and opportunities that improve the quality of life. Government occupies a unique position to set policies to ensure that the arts provide people with more opportunities that are enriching and accessible.

4. Are the **Policies and Procedures** in your department **documented**? (Select One) Yes No Comments:

5. Are the **Policies and Procedures** in your department **up-to-date**? (Select One) Yes No Comments:

6. Please describe the **key business processes** that occur in your department (i.e. What are the activities which are completed in your department?)

◆ *Integrated investments, extensive technical assistance and professional development services for artists and cultural organizations in conjunction with a portfolio of open, equitable and competitive Grants Programs;*

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

- ◆ *Comprehensive cultural facilities assessment and masterplanning of the cultural landscape; construction of new and renovation and upgrades to existing cultural facilities in neighborhoods throughout the County;*
- ◆ *Arts Education and Outreach, audience development, international cultural exchange and creation of programs to serve special needs populations;*
- ◆ *Marketing, communications and promotion of the excellence, breadth and diversity of the community's cultural offerings through print, internet and broadcast media;*
- ◆ *Improving the built environment through the commissioning, integration and installation of high quality public art, and the conservation of the County's public art collection;*
- ◆ *leadership regarding key local, state and national issues that affect cultural growth and promote cultural diversity, access and collaborations*

7. Please describe the **key internal controls** that you believe exist in your department (i.e. How do you control the major activities, output, etc., in your department?)

We are a small department and all internal controls are consolidated in the Office of the Director; the Deputy Director serves as Chief Financial Officer, and is responsible for the financial activities and accountability of the Department; staff develops and presents all cultural policies and recommendations to (respectively, based on the particular nature) the Cultural Affairs Council and Art in Public Places Trust for their review and approval prior to advancing items for consideration by the Board of County Commissioners and the Mayor; staff meetings are held weekly to facilitate steady workflow, and quarterly staff retreats enable regular examination of current methods and exploration of new strategic approaches to the work and community needs; guidelines and procedures for Department programs are available on the Department's website; performance measures are reported quarterly and maintained in the ActiveStrategy Enterprise (ASE) performance management county-wide system

8. Please describe **the key performance measures** you obtain and utilize to monitor the effectiveness/efficiency of your business processes.

These measures are described in the FY 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 151-159) and are attached hereto

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?

The Department communicates with all County departments. None of the Departments in Miami-Dade County government has a similar function or responsibility for comprehensive cultural development, masterplanning, artists and non-profit cultural organization services, and community engagement.

- a. Could they be consolidated into your department? *N/A*
- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)? *No areas of concern*

10. If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today?

The Department proactively innovates technological solutions to improve efficiency, including (most recently): automating its grants application and management system to a fully online process (CultureGrantsOnline), and developing a public art collection management software system. CultureGrantsOnline has enabled improved grantmaking functions, historic data documentation and trend analysis capabilities. The Public Art Collection Management software system is improving the Department's care and accountability capacities for the collection, as well as the collection's availability to the public (through smart phone applications), etc.

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

Overall, how would you rate the following in your department?	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
The effectiveness of your internal controls	1	2	3	4	5
The quality of your output	1	2	3	4	5
The efficiency of your business processes	1	2	3	4	5

If there is any additional information you feel the PEC should have prior to our review, (such as organizational charts, policies, etc.), please attach to this questionnaire.

Please return this questionnaire and any attachments in pdf format and saved as your "department name" by Wednesday, October 13, 2010 to spalmer@miamidade.gov or deliver to:

Office of the Commission Auditor
Attn: S. Donna Palmer
SPCC Government Center
111 NW First St., Ste. 1030
Miami, FL 33128

Thank you for your time.